Jamaican Canadian Association (JCA)

2001 Strategic Planning Retreat
October 13 & 14, 2001
Geneva Park, Orillia ON

Facilitator's Report
Colleen Sparks; Consultant

No matter how full the river, it still wants to grow.

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A single bracelet does not jingle.
Origin – Congo D.R. (Zaire)

Report Guide

- ✓ Appendix A contains 2001 Retreat participants' response to the 1997 report. Proposals revisited during the 2001 retreat have been included.
- ✓ Several of the 1997 proposals are identified in Appendix A. They can be identified as follows:

Structure

1997 Proposal - Ref. page 1 of report
- Creation of one (1) Vice President only

- ✓ Appendix A includes the 2001 JCA retreat proposals, identified in the following manner.

2001 Retreat Proposal(s): Ref. page 3 of appendix c

1. Reintroduction of two (2) Vice Presidents

- ✓ The report identifies five (5) key areas:
  - Board Structure and Nomination Process
  - Membership Services
  - Fundraising
  - Advocacy and
  - Preservation of JCA historic documents.
- ✓ Proposal deadlines have been underlined.
- ✓ Appendix C is a transcript of material from small group activities (brain storming sessions) and open group discussion. Some editing has occurred by the workshop facilitator.

Cross the river in a crowd and the croco-dile won't eat you.
Origin- Ethiopia

Appendix A

2001 Retreat Participants' Response to 1997 Retreat Report
and
2001 Proposals and Recommendations

Topic One: Board Structure and Nomination Process

Structure

1997 Proposal - Ref. page 1 of report

- Creation of one (1) Vice President only

☒ 2001 Checklist

- Achieved; however there is a need to revisit during 2001 retreat

2001 Retreat Proposal(s): Ref. page 3 of appendix c

1. Reintroduction of two (2) Vice Presidents

- Vice President of Social Services and Vice President of Organization
- Board to discuss not later than January's meeting
- Presentation to be made to membership at meeting in February 2002
- Implement at Annual General Meeting (AGM)
- Job descriptions to be drafted by retreat committee (group) by 2nd Friday in November
- **Committee members:** Pauline Reid, Alton Telfer, Erma Collins, Byron Carter and Amy Nelson

2. Chair and Signing Officers for Management/Executive Committee reviewed

- Signing officers to include: President, Treasurer, 2 elected Board members and V.P. Social Services.
- Recommended that the President should chair the Management Committee

Structure continued...

3. Executive Job Description and Title developed

- Board to review Executive Director's (E.D.) job description before a permanent E.D. is hired and to ensure that E.D. is responsible for both Social & Membership services.

4. Nominating Committee to review and consider implementing the Trustee Model

- Members are elected from the floor at the AGM and serve a two-year term.
- Trustee Model to be reviewed and implemented at each AGM in May (Ref. Article 12 – Section 12.2 – trustee)

5. Change Board size

- If the board and membership rejects the reinstatement of two (2) VP's model then it is recommended that JCA implement a Social Committee and that social activities be stripped from the Membership committee.

6. Management Committee to consist of – President, Treasurer, VP, two (2) Board members elected annually and the E.D.

- Recommendation that Management Committee not make MAJOR decisions before coming to the Board
- To be discussed with Board

7. Paid Volunteer Coordinator and an Administrative support to the Board

- Responsibility - Claudette to compile a list of all committee administrative needs and then to meet and determine the need for a paid volunteer.
- An All Committee meeting needed
- E.D. to solicit information from Chairs regarding administrative needs

8. Board Communication – open group discussion

- AGM agenda to be sent out with May Newsletter or made available prior to AGM for pick up

Structure continued...

9. Official Voting Rights for non-voting committees (Women's and Senior's)

- Women's committee seeking voting status and constitutional recognition. It is recommended that this issue be discussed/visited in the future at a general membership meeting.

1997 Proposal - Ref. page 2

- Add a Senior's representative – non voting – Affiliate
- Add a Women's representative – non voting – Affiliate

☒ 2001 checklist

- Proposals have been implemented or in progress - 2001 retreat to discuss the possibility of constitutional voting rights for Women's and Senior's rep's

2001 Retreat Proposal(s):

- To be reviewed and discussed by Board before May 2002

Topic Two: Membership Services

1997 Proposal - Ref. page 4

- New process since August 96, with respect to reports presented at Annual General and Quarterly meetings...
- Three (3) reports only:
  President..., Treasurer, and Executive Director
- Board will design agendas to incorporate:
  Current issues: and information on Jamaican/Caribbean countries through speakers, written material, etc.

☒ 2001 checklist

- Proposal has been completed or implemented

Membership Services continued...

1997 Proposal - Ref. page 5

- That the Membership Committee and the Public Relations Committee develop a plan for outreach to other Jamaican groups who have not been represented in JCA for...

☒ 2001 checklist
- Proposal is ongoing

2001 Retreat Proposal(s): Ref. page 6 of appendix c

1. The Membership Chair to divide/share the membership duties by selecting a Vice Chair with defined responsibilities.

- Shared responsibilities should include: Children's Christmas party, snacks for meetings...
- To be reviewed and implemented by May 2002

2. Designated wall space with Membership title - Ref. page 6 of appendix C

- Communication needed with Building Chair to determine budgetary needs and to decide on the design
- Responsibility shared between the Membership and Building Committee Chairs
- To be reviewed and implemented by March 2002

2.1 To create a membership services brochure - Ref. page 7 of appendix C

- Responsibility – Membership Chair and delegate
- To be implemented by October 2002
- To outline membership benefits and membership criteria
- Prospective members contributions to JCA
- Include success stories and fee structure
- Volunteer's area of interest and expertise

3. Membership Committee to solicit more support - Ref. page 7 of appendix C

- Responsibility – Membership Chair, Executive Director and Management Personnel
- To access the current volunteer resources
- To solicit staff support
- Develop a list of duties needed to be performed
- Time limit – October 2002

Membership Services continued...

3.1 To create a permanent Membership card - Ref. page 7 of appendix C

- Responsibility – Membership Chair, Delegate/ Board and general Membership
- Current design to be laminated
- Yearly stickers – colour coded used to update permanent card
- Time line – November 2002

3.2 To make the following Constitutional Changes

- Responsibility – Board, Membership, motion required at AGM
- 9.5.9 to be eliminated
- 9.5.6 to eliminate the Bun and Cheese party only
- Time line- May 2002

4. Membership reminders and renewals made via a designated page in each issue of "In FOCUS" with deadline dates for renewal. - Ref. page 8 of appendix C

- Responsibility – Chairs of Membership Services and Public Relations
- Time limit – May 2002

4.1 To revisit membership recruitment, retention and outreach

- Responsibility – Membership and Fundraising Chairs, delegate, Board, Management Personnel and E.D.
- Booths to be set up in Malls (need to seek information regarding Mall access and use of Mall space)
- Target schools with large Black populations for example Universities and Colleges
- Also target Churches with high Black populations
- Supply In Focus and information packages to schools
- Profile JCA's programs in Schools for example: LIP, Saturday morning Tutorials, Basketball Court and Summer Camp
- Target Social Services clients
- Increase JCA's Social Events
- Create incentives for new members geared at retention of all members
- For example reduced fees for some events or groups (seniors and youths)
- Time limit – December 2002

Note: Suggest an " All Committees" workday, periodically held in order to accomplish and complete all tasks

Topic Three (3) Fundraising

Fundraising suggestions

1997 Proposal - Ref. - complete list on page 5 & 6

- ☒ 2001 checklist
  - Proposals have been completed or implemented

2001 Retreat Proposal(s): - Ref. page 10 of appendix c

1. Tax receipts should be processed and mailed by December 2001

- Responsibility – Fundraising Chair
- From hence forth the Fundraising Chair will ensure that tax receipts are processed and mailed out in a timely fashion (to avoid year end crunch)
- Time line – ASAP and ongoing

2. Fundraising Cycle

Starting Fall 2001

- Must prepare budget to measure outcome of the event
- Fall – planning session, assign duties and make sure they are time bound
- Document procedures in binders for all events
- Develop policy and procedures for events
- Use sub committees to assign duties with definite time lines to complete

3. Develop/identify fundraising expertise through seminars, in house training, etc.

- More people would be capable of organizing events and delegate responsibilities
- Create succession / leadership
- Measure after each event – complete and document evaluation
- Not time bound – this is an ongoing (internal) training – at least until we can afford paid staff

Topic four (4) Advocacy

1997 Proposal - Ref. to page 7

- Advocacy
  JCA Advocating....about policing, immigration, race relations, housing, em0ployment equity (e.g. about fire fighting) human rights, domestic violence.
  Will undertake to ensure our work is better known
  Newsletter ...to be placed in businesses – Public relations responsibilities

⊠ 2001 checklist

- Revisited by 2001 retreat participants

2001 Retreat Proposal(s):

1. Policing/Hiring/Promotions

- Responsibility – JCA membership and other community partners
- Partnering with Black Law Enforcement Officers (Police, Immigration, Prison Guards, Crown Attorneys, Judges and Social Workers)
- Outreach to the community via seminars, workshops and schools
- Time line – ongoing

2. Immigration

- JCA, JCA Settlement Staff, expert staff from community should get together and brainstorm strategies on how best to educate community on Citizenship/ Immigration matters.
- Citizenship Court to be held annually at JCA
- Time line - on going

3. Housing – Ghettoizing and Re-gentrification

- JCA will get together with other interested community organizations, to monitor and dialogue with Federal and Provincial Housing officials, with a view to ensuring that our Community is adequately housed.
- Time line – on going

Advocacy continued...

4. Employment Equity

- Responsibility – JCA, Trade Unions, Professional and Business People
- JCA will partner with like minded community organizations to address inequities in employment in all sectors
- JCA will encourage Black Professional/Trades people to mentor and employ their own with special emphasis on employing Black males.
- Time line – on going

5. Race Relations

5.1 Responsibility- JCA Board and wider membership

- JCA will work in conjunction with other ethnic groups such as African Diaspora Groups and the Urban Alliance to coordinate a portion of the Canadian Dialogue on Reparations, borne out of the 2001 Durban Conference
- Time line - Summer of 2002

5.2 JCA will establish a media/internet watch to monitor how we are being profiled (our community)

- This will be done with support/cooperation from the Black Journalists and Hate Crime Watch and in conjunction with the Jewish community
- Time line – on going

Topic five (5) Preservation of JCA Documents

2001 Retreat Proposal(s):

1. JCA to Investigate the feasibility of a preserving important Association Documents

- Discussions to take place with Board and general membership
- Important to ensure that JCA documents are being properly preserved and kept.
- JCA to determine if a Library Studies student could assist with this process
- For example: an original copy of the Constitution was used at the 2001 retreat.

Jamaican Canadian Association (JCA)

2001 Strategic Planning Retreat October 13and 14 Appendix B and C

Move your neck according to the music.
Origin - Congo D.R. (Zaire)

Appendix B

Retreat Participants
Facilitator: Colleen Sparks

	Retreat Attendees	Saturday October 13, 2001	Sunday October 14, 2001
Treasurer	Adams, Maxine	X	X
Trustee	Carter, Byron	X	X
Founding Member	Carter, Vie	X	X
Vice President	Cameron-Stewart, Claudette	X	X
Youth Representative	Chambers, Patrick	X	X
Past Board Member	Collins, Erma	X	X
Member	Conville, Fay	X	X
Past President	Conville, Vincent	X	X
Past President	Gopie, Kamala Jean	X	X
Executive Secretary	Grey, Hector	n/a	n/a
Seniors Representative	Morris, Ruth	n/a	n/a
Founding Member	Nelson, Amy	X	X
Women' s Committee Representative	Powell, Pam	X	X
Membership Chair	Reid, Pauline	X	X
President	Steele, Valarie	X	X
Building Chair	Sutherland, Leon	X	X
Member	Steele, Olive	X	n/a
Staff	Taylor, Audrey	n/a	n/a
Past Board Member	Telfer, Alton	X	X
Fundraising Chair	Thomas, Barbara	X	X
Member	Whiting, Sandra	n/a	n/a
Past Board Member	Wilson, Hyacinth	X	X
	Totals	**18**	**17**

Appendix C

References Notes from retreat sessions

Board Structure and Nomination Process – Sheets #1 and 2

1. Reintroduce second (2nd) Vice President

(a) Vice President of Social Services; and
(b) Vice President of Organization

Action required/time limits

- Have board discuss, refine, approve proposal
- Take to general membership for discussion and ratification
- Job descriptions to be drafted by retreat committee (group) by 2nd Friday in November
- Board to discuss not later than January's meeting
- Presentation to be made to membership at meeting in February 2002
- Implement at Annual General Meeting (AGM) in May
- Sharing of workload, Board number impact, opportunity linkages

SWOT analysis

- JCA stability
- Sharing of work load
- Large board (weakness)
- Linkages = opportunity
- Possibility of too many voices speaking publicly for JCA – potential threat

2. Management/Executive Committee

(a) Signing officers - President, Treasurer, 2 elected board members, VP Social Services.
(b) President should chair Management Committee

Action Required/Time limits

- To consist of five persons (to prevent tied voting), President to serve as chair, Treasurer, VP Social Services and 2 elected Board members
- The Board to discuss and bring to Membership

3. Executive Job Description and Title developed

- Board to review Executive Director's (E.D.) job description before a permanent one is hired
- Especially to ensure that E.D. is responsible for <u>both</u> Social & Membership services

Board Structure and Nomination Process – Sheets #3 and 4

4. Nominating Committee

- Process working well
- Social and Fundraising committee's join
- Membership of N.C. could be renewed based on Trustee model
  Action taken and time lines
- To be implemented at each AGM in May (Ref. Article 12 – Section 12.2 – trustee)

5. Size of Board can be increased

- Extra VP
- Board can be increased if ideas about responsibilities about the two Vice Presidents is rejected
- Duties of present membership committee is onerous
- Social functions should be split off

Board Structure and Nomination Process – Sheets #5 and 6

6. Management Committee

- Recommendation that Management Committee consist of <u>five</u> persons (to prevent tied votes)
- President as chair
- Treasurer
- VP Social Services
- 2 (two) people <u>elected</u> annually by the other Board Members
- Action and time lines as for changes re: Vice Presidents

Advocacy – Sheets #7 and 8

- On going
- Definition of advocacy
- Written definition – Ministry of Revenue
- Levels of advocacy
- ? Government
- Collective
- Profile of organization
- Other areas
- Proactive approach

Advocacy – Sheet #7 and 8 continued...

1. Policing/Hiring/Promotions

- Hiring/promotion
- Education/rights/pardons
- Ethnic
- Partnering with Black Law Enforcement Officers (Police, Immigration, Prison Guards, Crown Attorneys, Judges and Social Workers)
- Outreach to the community via seminars, workshops and schools
- Time line – ongoing

2. Immigration

- JCA, JCA Settlement staff, Expert staff from community should get together and brainstorm strategies on how best to educate community on Citizenship/Immigration matters.
- Citizenship Court at JCA Center held annually
- Time line- on going

Advocacy – Sheets #9 and 10

3. Housing – Ghettoizing and Re-gentrification

- JCA will get together with other interested community organizations, to monitor and dialogue with Ministry of Housing (Federal and Provincial)
- With a view to ensuing that our community is adequately housed
- For example: rent to own and low mortgage financing
- Depends upon future funding deadlines
- Time line – on going

4. Employment Equity

- Responsibility – JCA, Trade Unions, Professional and Business People
- JCA will partner with like minded community organizations to address inequities in employment in all sectors
- For example: education, Law Enforcement, Federal/Provincial/Municipal, etc...
- JCA will encourage Black Professional/ Trades people to mentor and employ their own with special emphasis in employing Black males
- Time line – on going

Advocacy – Sheets #11

5. Race Relations

- Responsibility- JCA Board and wider membership
- JCA will work in conjunction with other ethnic groups such as African Diaspora Groups and the Urban Alliance
- JCA will coordinate a portion of the Canadian Dialogue on Reparations, borne out of the 2001 Durban Conference
- Time line - Summer of 2002
- JCA will establish a media/Internet watch to monitor how we are being profiled (our community)
- This will be done with support/cooperation from the Black Journalists and Hate Crime Watch and in conjunction with the Jewish community
- Time line – on going

Membership Services – Sheets 12 through 16

1. Membership

- Vice Chair/delegate with definite responsibilities and sub committees
- Social and Membership remain as one with workload split

Priority	Action Plan	Responsibility	Time line
▫ Share Responsibility	▫ Select Vice Chair with responsibilities ▫ Children's Christmas Party ▫ Snacks for meetings	▫ Chair/ Committee	▫ I year ▫ May 2002

2. Dedicated space with title for membership information

- Brochures with success stories and membership benefits
- Criteria for membership
- Fee structure unchanged
- Reports continue to be available at AGM

Priority	Action Plan	Responsibility	Time line
2. ▫ Designated wall space with membership title	▫ Communicate with Chair ▫ Set budget ▫ Creative attractive design	▫ Chair	▫ ASAP ▫ By March 31, 2002

Membership Services – *Sheets 12 through 16 continued...*

Priority	Action Plan	Responsibility	Time line
2.1 ▫ Create Brochure	▫ Membership benefits ▫ Criteria for membership ▫ What contributions to Association ▫ Success stories ▫ Fee structure ▫ Areas of Interests/Expertise	▫ Chair and Delegate	▫ October 2002

Priority	Action Plan	Responsibility	Time line
4. ▫ Reminder/renewal of Membership	▫ Dedicate page in each In Focus with deadline for renewal	▫ Chairs of Membership and Public Relations	▫ May 2002
4.1 ▫ Recruitment and outreach	▫ Booths in Malls ▫ Get info. Re access ▫ Target Schools with large Black pop. ▫ In Focus and Info. Packages ▫ Enhance JCA Programs in Schools e.g. LIP/Sat. Tutorial, court ▫ Summer Camp ▫ Target clients	▫ Membership Chair and Delegate ▫ Management Personnel ▫ E.D. ▫ Staff	▫ December 2002 ▫ December 2002

Note:
Suggest an All Committee workday to accomplish and/or set tasks in motion.

Fundraising – Sheet 17

1. Fundraising Activities

2) Pledges/solicitations
11) Car raffle
15) Casino Night
21) Bequest in Wills
24) Walk-a-thons
32) Membership Levy of Need
33) Rentals
34) Loose Pokey change
41) Dance/dinner/lunch

Fundraising – Sheet 18

P- Fundraising Cycle

- Long Term Goal
- Pay off mortgage in 15 years
- Short term $50,000/year +
- Develop or identify fundraising expertise (seminars/paid staff)
- Maintain records of donors
- Admin (acknowledgements/Tax receipts timely)
- Fundraising Cycle
- Fall Evaluation planning and donor recognition
- Winter, spring, summer implementation
- Develop skills in individuals, do not burden a few
- More people would be capable of organizing events
- Can delegate responsibilities
- Create succession / leadership
- Measure after each event – complete and document evaluation
- Not time bound – this is an ongoing (internal) training – at least until we can afford paid staff
- Development will lead to confidence to join other committees
- Develop responsibility and accountability

Fundraising - Sheets 19- 21

1. Tax receipts should be processed and mailed by December 2001

- Responsibility – Fundraising Chair
- To ensure that this is done by the year's end and avoid rushing at the end of the year
- From hence forth the Fundraising Chair will ensure that tax receipts are processed and mailed out in a timely fashion (to avoid year end crunch)
- Strengths: good public relations and high level of professionalism, cultivating donors so JCA can encourage repeat donors
- Time line – ASAP and ongoing

2. Fundraising Cycle

- Starting Fall 2001
- Must prepare budget to measure outcome of the event
- Events will be organized and raise money ($)
- *Fall* – planning session, assign duties and make sure they are time bound
- *Other times* – implement events
- Document procedures in binders for all events
- Will create an ease of succession
- Develop policy and procedures for events
- Strengths: get people involved with specific tasks and develop leadership skills
- Externally – professionalism, people contacted in time, things are done timely, avoid mad rush
- Use sub committees to assign duties with definite time lines to complete

3. Develop/identify fundraising expertise through seminars, in house training, etc.

- Develop skills in individuals, do not burden a few
- More people would be capable of organizing events
- Can delegate responsibilities
- Create succession / leadership
- Measure after each event – complete and document evaluation
- Not time bound – this is an ongoing (internal) training – at least until we can afford paid staff
- Development will lead to confidence to join other committees
- Develop responsibility and accountability

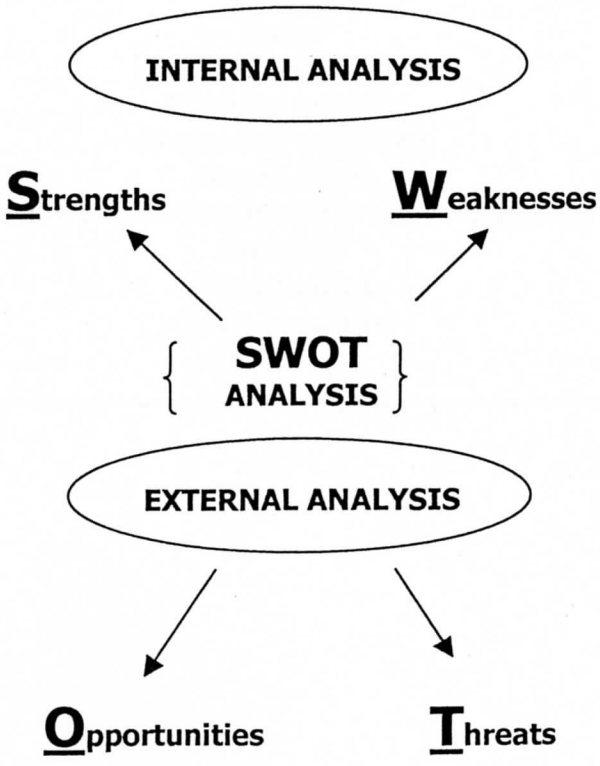
JCA Priorities (reviewed from 1997) – Sheet 22

- Youth at risk
- Proactive youth intervention
- Scholarships
- Summer Program
- Sharing success stories
- Media
- Seniors – more management committee contact
- Newsletters
- Drop in Center for youth – how realistic?
- Referrals to other youth services
- Youth employment/career counseling and self-employment

Coping with Change – Sheet 23

a. Inevitable
b. Positive or Negative
c. Choice
d. Forced or Voluntary
e. Bond Spots
f. Behaviors vs. Beliefs
g. Behavior Changes Programs

SWOT Analysis - Sheet 24



Response to team activity - Sheets 25 and 26

CONVERSATION BLOCKERS

Special interest pleader
Aggressive tones
Negative comments – blockers
Pointers
Negative gestures

CONVERSATION ENHANCERS

Humor
Effective listening skills
Common interests
Respect self and others
Process driven
Having a leader who is able to refocus the group
Organized
Positive attitude
Group consensus

Tips for coping with change – Sheet 27

Ten Tips for Coping with Change Stress and Anxiety

1. **Be flexible**
2. **Laugh more**
3. **Breath slowly**
4. **Learn to say "NO"**
5. **Mistakes**
6. **Play ...**
7. **Get Active**
8. **Eat well**
9. **Talk to others**
10. **Face difficulties**
11. **Other...**

Two eyes see better than one.
Origin Congo D.R. (Zaire)